



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
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February 22, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriffs Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from December 16, 2010, through December 31, 2010, totaled \$1.9 million. Seventy-nine percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$394,938.

Overtime expenditures for the period, from January 1, 2011, through January 15, 2011, totaled \$2.5 million. Seventy-three percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the actual monetary expenditure for overtime to \$683,521.

The Department remains committed to cutting \$128 million from our budget within a 16-month period through June 2011. One of the most effective strategies utilized to reach this goal continues to be the Cadre of Administrative Reserve Personnel (CARP) program. The employees who comprise the CARP program are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. In January 2011, the CARP program filled 5,252 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and January 31, 2011, to 32,817.

*A Tradition of Service*

Although the use of the CARP program has been very effective in reducing overtime expenditures; the loss of 8 hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to overtime reduction measures during January 2011, include:

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All divisions report delays in the implementation of new projects due to the difficulty in scheduling project meetings as a result of their participation in the CARP program. For example, a training class for 48 potential users of the Timei time management system was postponed because the course instructors were required to complete time entries for vacant timekeeping positions in lieu of paying overtime.
- Technical Services Division reports delays to their Communication Rapid Response Vehicle project because staff was unavailable to move vehicles between Department facilities and the vendor.
- The Mental Evaluation Team (MET) assists patrol deputies with contacts involving the mentally ill or gravely disabled persons, and those who have attempted to commit suicide. The MET assists during contact with these individuals, and also arranges for placement or transports the individuals to appropriate mental health facilities. Homeland Security Division reports 15 requests for the MET went unanswered in January because team members were fulfilling their CARP requirements and/or vacancies went unfilled due to a lack of overtime.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- Correctional Services Division reports an increased backlog of administrative reports. The backlogs include 92 responses to requests from the American Civil Liberties Union and 12 responses required by State and Federal courts.
- All Field Operations Regions report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and

close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,285 by January 31, 2011, an increase of 86 percent.

- All investigative units report a reduced level of continuity and efficiency of investigations due to a lack of overtime. In the past, overtime was used to allow detectives to follow leads as they were developed during an investigation. Since the curtailment of overtime, many investigative activities have been postponed until they could be completed within the investigator's 40-hour work week.
- Aero Bureau reports that during January 2011, 521 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests include: 1 arson, 36 assaults with a deadly weapon, 19 requests by deputies for assistance or back-up, 17 requests for checks of areas not visible from the ground, 1 battery, 134 burglaries, 1 carjacking, 2 civil actions, 40 disturbances, 1 suspected drunk driver, 2 forgeries, 42 persons with a gun, 2 persons with a knife, 2 instances of indecent exposure, 3 hit and run vehicle collisions, 7 missing persons, 14 prowlers, 66 robberies, 44 reports of shots fired, 1 rape, 20 spousal assaults, 31 stolen vehicles, 8 instances of trespassing, 5 thefts, 2 reports of threats, 11 reports of vandalism, 3 hang-ups on the 911 system, 1 report of a woman screaming, 1 mentally ill person, 1 foot pursuit, and 3 vehicle pursuits.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LEROY D. BACA  
SHERIFF